

## **Law Enforcement: Achieving Excellence through Quality**

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Total Quality Management (TQM) is a management philosophy which emphasizes the role of quality at all levels of an organization. It has been implemented by many corporations and government agencies with a resulting increase in productivity and decrease in the number of defects. However, it is not without its drawbacks. TQM requires a considerable initial investment and a continuing commitment to process improvement. Many organizations have enthusiastically embraced TQM only to dispense with it when the fad has worn off. This paper provides a rationale for change in the management of law enforcement, an overview of TQM, an implementation strategy, and an application example. It takes into account the fundamental differences between the commercial sector and a typical law enforcement agency, drawing heavily upon the experiences of the Seminole County Sheriff's Office in making that transition.